

Central Area Tax Increment Finance Plan for Exeter New Hampshire

May, 2013

Draft Report

DRAFT

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Central Area Tax Increment Finance Plan for Exeter New Hampshire

Central Area Tax Increment Finance Plan for Exeter New Hampshire

• Introduction

In accordance with RSA 162-K, the Town of Exeter hereby proposes the following Tax Increment Financing Plan for the Central Downtown Area of Exeter. It is the purpose in forming this district to encourage revitalization, re-investment, and new investment within those portions of Town that are either used for commercial activity and/or are zoned for commercial development. Without improvements to both the physical infrastructure and visual appearance of this area, the existing tax base could erode. It is the Town's intention to use tax increment financing to pay for necessary improvements to the infrastructure in order to support future development and increase the overall commercial and resident tax bases of the district.

The proposed Central Area Downtown TIF District has remained largely unchanged for several decades. Stimulating development within this area will provide needed taxable assessed valuation, business revenue, employment opportunities and public amenities that directly benefit Exeter for now and the foreseeable future.

The plan described herein contemplates a central downtown area TIF be established in Exeter. The TIF will enable the Town to generate revenues to support infrastructure improvements in the TIF District that will enhance several areas of the central area and reflect the goals and objectives of the Town's Master Plan.

I. Description of the Program

- A. **Program Overview.** The proposed TIF program recommends a series of improvements to the central area of downtown Exeter including specific areas of Water Street, Chestnut Street, and Franklin Street. These improvements are being recommended to improve property values, increase investment in the downtown, create safer traveling environments, and enhance overall downtown appearance. By making these improvements, Exeter will be in a position to attract new businesses, retain existing businesses, and increase its commercial and residential tax bases.

B. Program Goals and Objectives (RSA 162-K:9)

The objectives of the Central Area Tax Increment Finance Plan are to:

1. Stimulate development opportunities for business within the district.

2. Create a funding mechanism for improvements within the downtown area to address a variety of issues as identified in the Exeter Master Plan including:
 - a. Sidewalks, connectivity, and traffic flow
 - b. Safety improvements for pedestrians, bicyclists, and vehicles.
 - c. Traffic calming measures.
 - d. Parking
 - e. Roadway and traffic signage.
 - f. Lighting
 - g. Street trees, additional green space and landscaping
 - h. Streetscape furniture such as benches, waste bins, recycle bins, information kiosks, etc.
 3. Capitalize on Exeter's historic charm to attract additional commercial growth
- C. **Authorization:** In accordance with RSA 162-K:1, the Town of Exeter voted to adopt RSA chapter 162-K, **Municipal Economic Development and Revitalization Districts** on **March, ____, 201__** under the hearing requirements of 162-K:4.
- D. **Funding Sources:** The funding sources for the tax increment financing district will consist of property tax revenues raised through development and redevelopment within the district boundaries. Other funding sources over the life of the TIF District may include, but not be limited to: private investment, state, federal and other grants, donations, and any other funding sources that may be identified and successfully pursued during the life of the Central Area Downtown TIF District.
- E. **Estimated Cost of the Exeter Central Area Downtown District Development Plan:** The estimated cost of improvements in the TIF District is \$_____.
- F. **Project Duration:** It is the intention of the Town that once the Central Area TIF District and Plan is adopted and sufficient funds have been generated through future development to pay for the improvements as outlined in the program, the District will no longer be needed. It is anticipated that the improvements will take approximately _____ years to be constructed, based on timing of revenues coming into the TIF fund, and anticipated future borrowing. Unless extended by Town Meeting vote, the Central Area Downtown TIF District will expire on **March ____, 20__**. The TIF is anticipated to last _____ years in order to pay off borrowing costs associated with the financing

plan. The funding for this debt service will come from property tax revenues and other sources that support the TIF fund. If available revenues exceed what is anticipated, excess revenues will be utilized for 1) early debt retirement and 2) capital reserves to fund projects within the Central Area Downtown TIF District. The TIF Advisory Board will recommend the necessity for a capital reserve fund in the future, which will require approval by the Town through a vote of the Town.

- G. **District Administrator:** Pursuant to RSA 162-K:13, the Town Manager will serve as the TIF District Administrator. The Town Manager will be subject to limitations placed on him by RSA 37. The Board of Selectmen and Town Meeting will be responsible for approving expenditures from the TIF Fund upon the recommendation of the TIF Advisory Board.
- H. **Advisory Board:** Pursuant to RSA 162-K:14, the legislative body shall create an advisory board for the district. The board may be appointed or elected as determined by the legislative body. A majority of members shall be owners or occupants of real property within or adjacent to the district.

The Exeter Central Area Downtown TIF Advisory Board will be a nine member board composed of the following: one (1) member of the Board of Selectmen, one (1) member of the Economic Development Commission, one (1) member of the Planning Board, one (1) member of the Historic District Commission, and five (5) owners or occupants of real property within or adjacent to the district.

The Selectmen representative to the TIF Advisory Board shall be designated by the Selectmen. The members of the Historic District Commission, Economic Development Commission, and Planning Board, who serve on the TIF Advisory Board, shall be appointed by the Board of Selectmen upon the recommendation of those respective boards. Members shall serve in terms established by the Board of Selectmen or until the Central Area Downtown TIF District ceases to exist.

The advisory board shall advise the governing body and district administrator on planning, construction and implementation of the development program and on maintenance and operation of the district after the program has been completed (RSA 162-K:14).

The governing body shall by resolution delineate the respective powers and duties of the advisory board and the planning staff or agency. The resolution shall establish reasonable time limits for consultation by the advisory board on the phases of the development program, and provide a mechanism for appealing to governing body for a final decision when conflicts arise between the advisory board and the planning staff or agency. RSA 162-K:14).

Supporting Documentation

- A. Exeter Master Plan Recommendations: There are multiple recommendations from various chapters of the Master Plan that support downtown improvements and well as creating a funding mechanism for those improvements. See Appendix 1 for the complete list of recommendations.
- B. Board of Selectmen (Insert date of meeting and motion made to support both adoption of RSA Chapter 162-K, Municipal Economic Development and Revitalization Districts as well as the Central Area Downtown TIF District and its accompanying development program and financing plan).
- C. Exeter Economic Development Commission (Insert date of meeting and motion made to support both adoption of RSA Chapter 162-K, Municipal Economic Development and Revitalization Districts as well as the Central Area TIF District and its accompanying development program and financing plan)
- D. Other Boards and Committees (Planning Board and Historic District Commission) (Insert date of meeting and motion made to support both adoption of RSA Chapter 162-K, Municipal Economic Development and Revitalization Districts as well as the Central Area TIF District and its accompanying development program and financing plan)

II. Project Benefits

The improvements described herein are required in order to service the existing population of Exeter, accommodate anticipated growth and help ensure long-term community sustainability and economic vitality. Improvements within the District

will also benefit areas adjacent to the District and the community as a whole. The proposed improvements have the potential to create in excess of _____ million in new property value within 2 to 3 years if (____)% of the District is redeveloped. This forecast is based on a review of the development and redevelopment capability of existing properties within and adjacent to the Central Area Downtown TIF District (Exhibit _____)

Specific project benefits include:

- Enhanced appearance of the central downtown area
- Increase in property values of the central downtown area
- Enhancement of the local commercial and residential tax base
- Reduced dependence on the residential tax base through strengthening the commercial tax base
- Maintenance of free parking
- Improved pedestrian safety and access throughout the central downtown area
- Improved signage in the central downtown area
- Improved traffic circulation in the central downtown area
- Provision of funding outside general fund for infrastructure improvements

May-13

TIF ESTIMATE
(DRAFT, review only)

The estimated incremental tax revenue from these potential projects is as follows:

		2013 Current Assessed value	Estimated Increased in Value	Incremental Difference	Estimated Tax Revenue
Four Vacant Lots					
64/52	27 Chestnut St	\$1,031,500	\$7,000,000	\$5,968,500	\$154,704
72/39	23 Water st	\$104,900	\$245,100	\$140,200	\$3,634
72/220	29 Front St	\$140,300	\$327,200	\$186,900	\$4,844
72/120	19 Franklin st	\$72,900	\$167,100	\$94,200	\$2,442
					\$165,624
Ten year period					\$1,656,240

The economic development objectives of the District are consistent with the Town of Exeter Master Plan 2004, which states: *That the Town and its representatives pursue the goals and objectives of both the Downtown and Riverfront revitalization projects aimed at enhancing the overall enjoyment of the downtown area.*

- That the Town and its representatives work to enhance the historic districts and take steps towards restoring elements that have deteriorated over time. This should include a review of the pedestrian and traffic flow in the shopping district, landscaping, sidewalks and lighting as part of the Downtown and Waterfront revitalization projects.
- Identify and implement specific safety improvements for pedestrians and bicyclists, especially in the downtown and school areas.
- Develop a green space and street tree plan for downtown.
- Review downtown parking and crosswalks for consistency with the Manual of Uniform Traffic Control Devices.
- Develop funding strategies for maintaining existing road, sidewalk and trail systems and for creating new connections within the network of roads, sidewalks and trails.
- Conduct a feasibility study for the transition/conversion to underground utilities in the downtown area.
- Evaluate specific conflict areas for possible re-design, including the Bandstand and Spring St./Main St. /Water St.
- Review existing roadway signage and develop a Sign Management Program to coordinate and manage all directional and traffic oriented signage.
- Support implementation of projects in the Capital Improvement Program including bridge, culvert, sidewalk, shoulder widening, intersection improvements, and other roadway improvements.
- The Town Administration in cooperation with the Chamber of Commerce and other groups should pursue all available funding sources to finance the burial of utilities in the downtown area.
- Regularly evaluate parking within the Historic Downtown District and propose changes based upon the changing users.

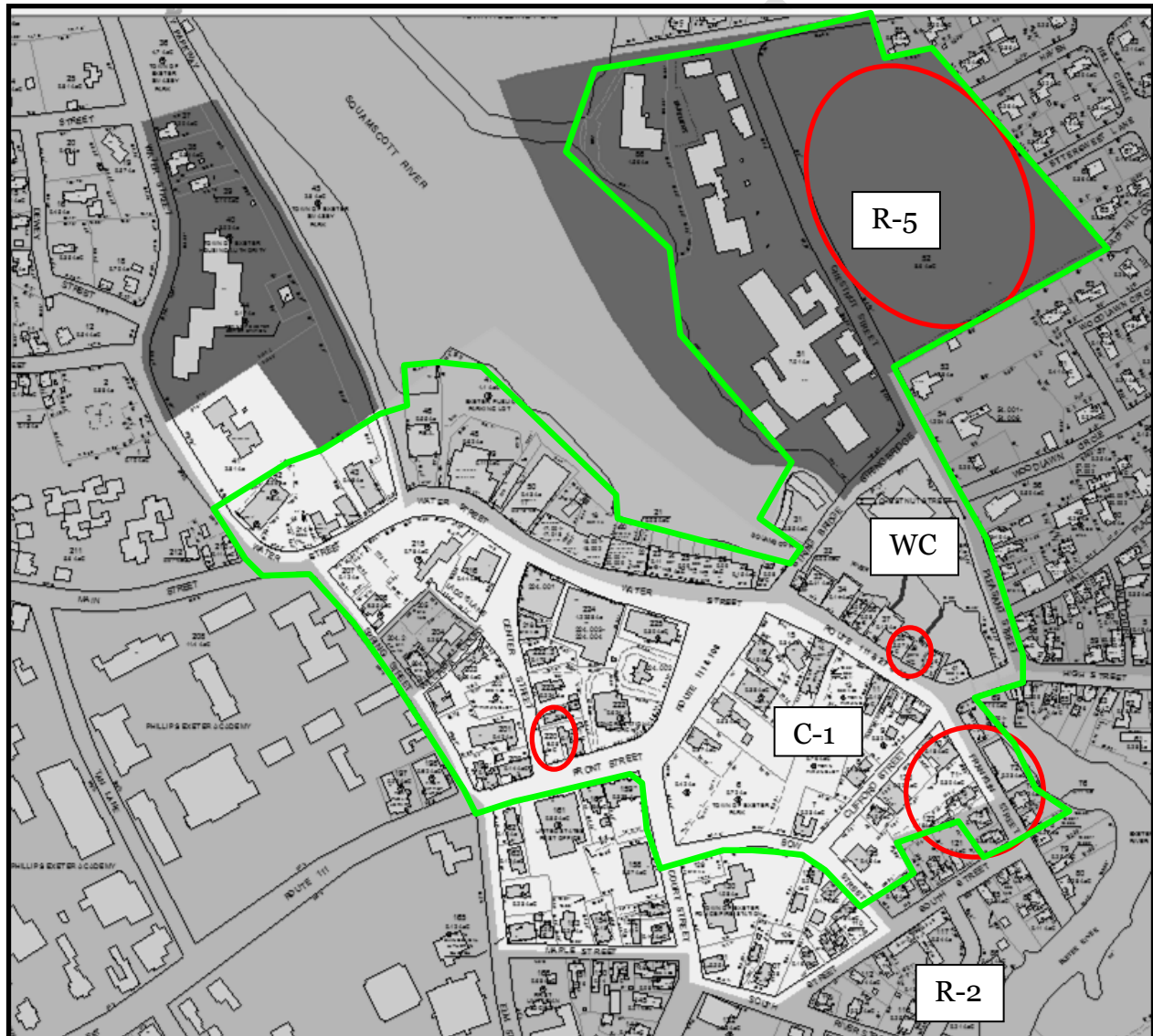
The objectives of the District are also consistent with the objectives of the economic development commission, and also include strengthening the local and area economy, and energizing the commercial core.

III. District Boundaries: Pursuant to RSA162-K5, the Town of Exeter voted to support the creation of the Central Area Tax Increment Financing District on **March ____, 20__ (insert date)**. The following provides detailed information on the district boundaries.

A. List of Properties (John D.)

The Central Area TIF district includes 145 properties, 15 of which are exempt properties as they are municipally owned, or non-profit, such as a church. The properties are identified in [Appendix 2](#).

B. Current Zoning and Overlay Districts :



The proposed Central TIF District (outlined in green) includes parcels in four zoning districts. Specifically much of the proposed district is made up of the C-1 - Central Area Commercial, WC - Waterfront Commercial and R-5 – multifamily, with a very small portion being in R-2, single family residential.

The subcommittee's objectives in determining the boundaries were to include:

- vacant lots (those most likely to be developed – circled in red),
- historic portion of downtown, and
- connections to neighboring areas
 - residential,
 - school (PEA) and
 - open space (Swasey Parkway)
 -

C. Land Area and Assessed Value

The district contains approximately 38 acres, which represents approximately 0.3% of the 12,672 acres of land area in Exeter. It should be noted that the maximum allowed per RSA 162-K:5 is 5%. The total current assessed value of all property in the district excluding tax exempt properties is \$48,692,924 or 3.0 % of the total assessed value of taxable property in the Town (\$1,617,033,556).

The maximum allowable by law is 8%. Thus the district complies with the size and value standards of RSA 162-K:5.2

IV. Development Plan for the Exeter Central Area TIF District

A. Proposed Improvements Within the District

Since the late 1990s, through the planning efforts for a Downtown Restoration Project, multiple improvements have been identified for the downtown area. Deteriorating sidewalks and curbs, erratic or even non-existing signage, dangerous crosswalks, aged and damaged street trees, disarray of street furniture, overburdened utility poles and haphazard connections, and parking and traffic circulation issues were seen as detriments to the overall vitality of the area.



Crosswalk on Main St. near the Bandstand

The central area attracts a variety of people. Whether familiar with Exeter or just a visitor, it is our hope that people find Exeter welcoming and inviting, “walkable”, and safe. To that end, the following list of projects is seen as the first phase of improvements.

DRAFT list of projects (others in future could be determined by TIF Board)

1. Crosswalk and Traffic Calming Improvements

There are crosswalks within the Central Area TIF district. Many of them are very tricky to navigate as an able-bodied pedestrian. Add to the equation any physical limitations due to age, health, or other circumstance and they become very intimidating. This project would include redesigning each crosswalk, including bump-outs or other solutions to ensure the pedestrian is safe and the drivers can easily identify the crosswalk.

Approximate cost: \$ (DPW)

2. Kiosks, Signage and Street Furniture

Exeter’s magnetism should be celebrated. Film crews, politicians, visitors from around the world and our own residents all enjoy our quintessential New England downtown. This project is meant to ensure that whether you are new to town or lived here for decades, that all have an opportunity to sit and listen to a band concert, learn about latest events, understand where various roads lead to, and can do something as simple as recycle a water bottle.



Existing street furniture is unorganized, in disrepair, or not indicative of a historical New England town. This project aims to assess existing elements, provide a replacement plan with alternatives, and implement the plan.

Approximate cost: \$ _____ (DPW)

3. Utility Assessment

A utility assessment would provide professional guidance as to the most cost effective strategy to reconfigure portions of the overhead utility network. The system has developed over decades with no apparent plan. An assessment would recommend a sensible reorganization, including some lines to be buried, and others to be moved, or left in their current location.

Approximate cost: \$ _____ (DPW)

4. Sidewalk, Curbing, Lighting, Landscaping and Street Tree Replacement

Much of the district's infrastructure is in a state of disrepair. Sidewalks are riddled with evidence of patched repairs, much of the curbing is near buried or broken, lighting is a mixed bag if but typically utilitarian, landscaping and street trees are also inconsistent, many showing signs of damage or ill-health. This project would include assessment, overall design and implementation of replacing, improving, or repairing these elements.

Approximate cost: \$ _____ (DPW)

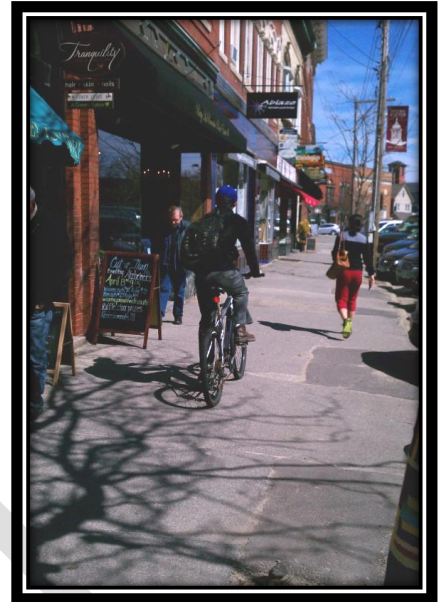


Green space in front of Town Office Building

5. Traffic Circulation Assessment and Improvements based on “Complete Streets” Principles:

Exeter's central core is the juncture of NH Routes 27, 108, and 111 including dedicated truck routes. Downtown Exeter experiences a tremendous amount of through traffic daily. According to the 2005 Historic Downtown Restoration Program Report, the traffic coming in and out of downtown was over 17,000 vehicles per day back in 2005. Today the traffic is reported at _____. The focus of this project is to adapt seventeenth century streets to convey twenty-first century traffic. More specifically, this means that aside from vehicles, Exeter's street must accommodate bicyclists, joggers, walkers and other modes of transportation. This is the concept of “Complete Streets” is to redesign streets to accommodate all users. This project is to assess the district's problem areas, develop and implement improvements.

Approximate cost: \$ _____ (DPW)



Bicyclist on Main Street Sidewalk

- B. **Open Space:** Planned improvement in the Central Area District include assessment of a variety of public spaces, some presently landscaped, others not. It is anticipated that improvements and potential additions to open space will be considered one of the priorities of the program.
- C. **Environmental Controls:** In construction of any of the planned improvements within the Central Area TIF District, the Town of Exeter, as well as any private parties, will be required to comply with all appropriate environmental regulations. These regulations may include, but are not limited to any or all of the following:
- a. State and federal regulations regarding the protection of wetlands and floodplains.
 - b. State standards for design of public sewer systems.
 - c. State permits regarding soil disturbance/filling.
 - d. State and federal regulations regarding air, water, and noise pollution.
 - e. Applicable building codes, zoning ordinance, Planning Board site regulations.
- D. **Proposed Re-Use of Private Property :** The Central Area TIF proceeds are not anticipated to be used for the purpose of purchasing and/or reusing private property. However, should circumstances change during the course of the program duration, all appropriate federal and state regulations will be observed.
- E. **Relocation and Displacement:** The Central Area TIF program will not require relocation and /or displacement of any persons, families, business concerns, or others.

F. Maintenance and Operations (RSA 162-K:12) It is expected the maintenance and operations costs of the TIF District will continue to be absorbed into the Department of Public Works budget, where those costs exist. It is expected basic infrastructure replacements (sidewalks, other improvements) will lower annual maintenance costs on those items, or avoid future increased maintenance costs due to newer infrastructure replacing aged or worn infrastructure.

V. Tax Increment Financing Plan (RSA 162-K:9)

The Tax Increment Financing Plan includes property tax revenues generated by anticipated development within the TIF District. The primary properties identified for redevelopment opportunity include the following.

27 Chestnut Street. This property, site of the former Apollo building and currently vacant, was recently acquired by a real estate investment trust. A baseline incremental value increase of \$_____ has been applied for potential redevelopment of 27 Chestnut Street. Using a TIF tax rate of \$23.46 per 1,000, this development would generate \$_____ in annual TIF revenues, or \$_____ over the 10-year period. This is a conservative estimate based on market rate apartments being the primary redevelopment proposal. Alternate scenarios may produce more incremental assessed value.

23 Water Street. This property is currently vacant. The current assessed value of the property is \$_____. It is anticipate the value of this property could be increased by \$_____ after redevelopment. This would generate an additional \$_____ in TIF revenues over the 10-year period.

29 Front Street. This property is currently assessed at \$_____. It is estimated that this property could be valued at \$_____ after redevelopment, an incremental adjustment of \$_____.

19 Franklin Street. This property, the site of the former Al's Automotive on Franklin Street, is currently assessed at \$_____. Through redevelopment efforts, it is anticipated this property could increase by \$_____, and add \$_____ over 10 years in TIF revenues.

Any additional captured incremental value as a result of the improvements will be added to the overall value of the Central Area Downtown TIF District.

Duration of the Program

Duration of program – The expected duration of the program is 10 years in order to fund the proposed improvements including payment on any indebtedness. No indebtedness will be proposed until the property tax revenues scheduled to come from development of the proposed properties is realized, and sufficient to pay any debt service on any proposed bond. Long term financing must be approved by a Town vote under RSA 33:8-a, the Municipal Finance Act, and is subject to a warrant article and public hearing by the Board of Selectmen if in excess of \$100,000.

Future bonded indebtedness will be recommended by the TIF advisory board, Board of Selectmen, and be subject to RSA 33:8-a. It is anticipated that the TIF District will be in place for approximately ____ years prior to revenues coming into the TIF fund.

During this time frame, recommendations will be made to fund the identified projects through 1) property tax revenues in the form of cash expenditures; or 2) through a proposed bond. If a bond is preferable, this will be presented to the Town for approval through the conventional bonding process under RSA 33-8-a, the Municipal Finance Act, as mentioned above.

Once the plan has been adopted and sufficient funds have been allocated to pay for necessary improvements, the TIF District will no longer be needed. It is anticipated that it will take approximately ____ years to complete construction on the projects described in this plan. Therefore the District will expire on March 31, 20____, unless extended by Town Meeting vote. The idea here is to create a timeline that won't disrupt the entire downtown area for 10 years.

It shall be the duty of the Administrator and the Board of Selectmen to ensure that any obligations or unexpended funds of the District will be adequately addressed prior to or as part of this expiration, and a detailed report shall be provided at the May 20____ Town meeting detailing the steps to be taken to properly meet any obligations or provide for unexpended funds.

As indicated in Section ____, the total estimated capital cost to implement the ____ proposed projects is approximately _____. This number excludes annual maintenance and operations costs.

Plan Amendments. Pursuant to RSA 162-K:9, this plan can only be amended by a vote of Town Meeting, subject to notice and hearing requirements included for the initial plan adopted by the Town.

Impacts on Other Taxing Jurisdictions

- Property taxes applied to incremental assessed value in the TIF District will include the municipal, school, and county taxes currently collected by the Town. The 2012 applicable tax rates are as follows:

Municipal: \$8.01/1,000,
County: 1.08/1,000,
Education: \$14.37/1,000,
State Education: \$2.46/1,000,
Total: \$25.92/1,000.

The state education tax (currently \$2.46/1,000) is not applied. The Tax Rate applied to the TIF District at present would be \$23.46, which is \$25.92 minus the State Education tax of \$2.46. (this number will change once the 2013 tax rate is set).

VI. Computation of Tax Increments (see section RSA 162-K:10)

A. Computation Summary (Assessor)

a. Original Assessed Value at the formation of the district: -

(note: exempt property will be reported as “zero”.)

b. Proportion of change from the original assessed value to the current year’s assessed value (to be reported annually)

B. Captured Assessed Value (CAV): (to be reported annually)

a. The portion of CAV which will be dedicated for the retirement of bonds/notes. The portion of CAV which will be dedicated to the operation and further development of the district.

C. The amount (if any) of excess CAV shall be returned to the tax lists.

D. Annual current assessed valuation and tax increments to be reported to the commissioner of the department of revenue administration

Allocation of Funds

VII. Annual Report

Pursuant to the requirements of RSA 162-K:11, the Town of Exeter’s annual report shall contain a financial report for the development district. This report shall contain:

- The amount and source of revenue of the district,
- The amount and purpose of expenditures,

- The amount of principal and interest on any outstanding bonded indebtedness,
- The original assessed value of the district,
- The captured assessed value retained by the district,
- The tax increments received, and
- Any additional information necessary to demonstrate compliance with the tax increment financing plan.

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Appendix 1.

Master Plan Recommendations As They Relate Directly and Indirectly to a Downtown TIF District

Chapter 1. Land Use

Section 4.5 Downtown

- Develop a green space and street tree plan for downtown.
- Develop recommendations for ensuring a pedestrian-friendly environment, including developing a standard pedestrian crossing design to enhance visibility and safety, and instituting traffic calming measures that do not create unreasonable maintenance burdens. Evaluate specific conflict areas for possible re-design, including the Bandstand and Spring St./Main St. /Water St.
- Encourage the Chamber of Commerce to develop further recommendations for continued improvement of the waterfront area behind the Water Street buildings.
- Consider acquisition of additional land for providing more downtown parking, possibly including a portion of the Mill parking lot.
- Conduct a feasibility study for the transition/conversion to underground utilities in the downtown area.

Chapter 2, Transportation

Roadways and Congestion Section

- Identify and implement specific safety improvements for pedestrians and bicyclists, especially in the downtown and school areas.
- Develop funding strategies for maintaining existing road, sidewalk and trail systems and for creating new connections within the network of roads, sidewalks and trails.
- Continue to develop, program and fund short and long-range plans for maintenance of town roads, bicycle paths and sidewalks.
- Review existing roadway signage and develop a Sign Management Program to coordinate and manage all directional and traffic oriented signage.
- Review all traffic signage on each of the six main roads into Exeter to make recommendations for improvements to assist first-time visitors, novice pass-through drivers, commercial vehicles and bicycle travelers.
- Review downtown parking and crosswalks for consistency with the Manual of Uniform Traffic Control Devices.
- Support implementation of projects in the Capital Improvement Program including bridge, culvert, sidewalk, shoulder widening, intersection improvements, and other roadway improvements.

Parking Section

- Regularly evaluate parking within the Historic Downtown District and propose changes based upon the changing users.
- A Parking Authority should be established that would work on a combined transportation and economic development agenda and include close ties with the Town Planner, Planning Board, Economic Development Committee, and Chamber of Commerce.
- Consider long-term development of the municipal lot behind the Town Offices and the private lot behind Town Hall. These parcels should be considered for more productive use or for a long-term market based parking and mixed-use facility in scale with the Downtown District. Ideas should be explored utilizing it as some combination of parking, businesses, and residences, coordinated with the Exeter Train Station and the rest of the core downtown area.

Land Use Section

- Encourage the coordination of land use and transportation planning to ensure that existing and future industrial, commercial, and service centers and housing concentrations are adequately connected; and appropriately located to preserve the quality of life in surrounding areas.

Chapter 4, Public Utilities and Services

Electrical Service Section

- The Town Administration in cooperation with the Chamber of Commerce and other groups should pursue all available funding sources to finance the burial of utilities in the downtown area.

Chapter 5, Community Facilities and Civic Life

Marketing and Access

- Create informational kiosks at selected parks and in frequented public areas to promote various programs and resources, including, but not limited to local programs, parks, trails, special events, and meetings.
- Promote and develop alternative transportation options for entry to and egress from Town, including:
 - Continued development at and advertising of train station,
 - Development of bicycle routes along main arteries,
 - Preservation of existing sidewalks and expansion of pedestrian walkways.
- Improve downtown parking options.

Public Buildings and Town Hall

- As part of the downtown restoration plan, the Town should look into connecting the spaces between the Bandstand, Town Hall and Town Office to make them more pedestrian friendly while maintaining safe vehicular and bicycle flow as well as parking.

Public Parking

- Due to the high average occupancy of the parking lots, the amount of off-street parking available should be increased. This could be accomplished through:
 - Purchase land for the purpose of creating additional public parking lots.
 - Lease of land for purposes of creating additional public parking lots.
 - Create a commuter lot to reduce the use of the large municipal lot as a carpool meeting point.
 - Construct a parking structure at the large municipal parking site or some other downtown location.
- Consider alternative ways to finance the costs of obtaining additional parking in Downtown Exeter.

Civic Life / Historical Resources

- That the Town and its representatives pursue the goals and objectives of both the Downtown and Riverfront revitalization projects aimed at enhancing the overall enjoyment of the downtown area.
- That the Town and its representatives work to enhance the historic districts and take steps towards restoring elements that have deteriorated over time. This should include a review of the pedestrian and traffic flow in the shopping district, landscaping, sidewalks and lighting as part of the Downtown and Waterfront revitalization projects.

Chapter 9. Historic and Cultural Resources

- Further explore the Downtown Historical Restoration Program to help revitalize the downtown area.

Revive the Waterfront Revitalization initiative, beginning by reforming and reactivating the project advisory committee